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1 November 1955

MEMORANDUM FOR: CIA Members of CCB Working Groups

SUBJECT: CCB Working Group Procedures

Attached is a revised memorandum on procedures for participation in CCB working groups. This supersedes all previous memoranda on the same subject.



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Special Assistant to the Director

Attachment

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31 October 1955

SUBJECT: Memorandum for CIA Members of OCB Working Groups

I. GENERAL

1. Executive Order 10483 of September 2, 1953, assigns to the OCB the following responsibilities:

"The National Security Council having recommended a national security policy and the President having approved it, the Board shall (1) whenever the President shall hereafter so direct, advise with the agencies concerned as to (a) their detailed operational planning responsibilities respecting such policy, (b) the coordination of the interdepartmental aspects of the detailed operational plans developed by the agencies to carry out such policy, (c) the timely and coordinated execution of such policy and plans, and (d) the execution of each security action or project so that it shall make its full contribution to the attainment of national security objectives and to the particular climate of opinion the United States is seeking to achieve in the world, and (2) initiate new proposals for action within the framework of national security policies in response to opportunity and changes in the situation. The Board shall perform such other advisory functions as the President may assign to it and shall from time to time make reports to the National Security Council with respect to the carrying out of this order."

Coordinating responsibility has been assigned to the OCB under a number of NSC papers. In addition, the OCB coordinates operations in a number of fields not specifically covered by NSC papers.

2. The DCI is a member of the OCB. Each member of the OCB has designated a Board Assistant to keep track of OCB matters for him. The DCI has designated as his Board Assistant, Wayne G. Jackson, (SA/DCI, 2032 K Bldg., Extension 3981). The OCB meets Wednesdays at 12:30 and the Board Assistants on Friday at 10:00.

In order to carry out its functions, the OCB has set up a number of working groups, each responsible for a specific field. CIA is represented on most of these groups. While most Agency members on these groups will be from the staffs and divisions under DD/P, they will be in substance representatives of the DCI and, subject to the special arrangements relating to intelligence support described below in paragraph 4, represent the Agency as a whole. In order to perform effectively,

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working group members will have to keep themselves informed of those activities of the Agency which are relevant to the functions of the working group and they need the cooperation of all relevant divisions and staffs.

3. It is also the responsibility of a CIA representative on a working group to see that all segments of CIA that have an interest are advised of any important developments in the working group.

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II. INTELLIGENCE SUPPORT

4. The OCB staff includes an officer to handle intelligence support, [redacted] It is his responsibility to see that the OCB staff and working groups get the intelligence support they require. In fulfilling this responsibility so far as CIA is concerned, he will deal directly with the DD/I and the elements of the DD/I side. [redacted] has undertaken to keep the SA/DCI advised of the requests for written intelligence reports when they relate to matters before, or which may come before, the OCB, and copies of such reports will be sent to SA/DCI, who will inform relevant working group members of such requests.

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[redacted] will also deal with other appropriate Government agencies to obtain the intelligence they are responsible for. In most cases, CIA representatives on working groups are not expected to deal with matters of intelligence support, and should not commit CIA to provide intelligence without checking with SA/DCI. In those few cases in which it is more efficient for the CIA representative on the working group to handle the requirement for intelligence, if he is from the DD/P area and the intelligence support needed is available from the offices under DD/I, he should give the requirement to [redacted] for handling. If the support needed is available from CS, the representative will handle the requirement himself with the appropriate CS component. In either case he should advise SA/DCI.

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If the CIA representative is from the DD/I area, he will handle the requirement in accordance with established procedure of his own office, and in addition will advise SA/DCI.

The above procedure applies only to requests which require time and research to answer. CIA members of working groups may communicate directly with appropriate officers in CIA, pursuant to Agency regulations, as necessary to keep themselves informed. It is the function of working group members to be currently informed, to the extent practicable, on matters before their working groups. The above procedure does not apply to the staffing of progress reports or other documents in the Agency. (See paragraph 10 below.)

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III. REPORTING

5. The functioning of the OCB mechanism results in a series of reports of various types.

(a) The OCB staff prepares semi-annual summary reports to NSC on the status of the OCB's work.

(b) The various working groups prepare reports to the Board on their activities, and on the activities of the overt agencies in carrying out tasks assigned to or assumed by OCB.

(c) The Board makes periodic reports to NSC on actions under specific NSC papers. These reports are prepared initially by the relevant working group or groups (see b. above), and reviewed by the Board Assistants. In those cases in which there is no working group under an NSC paper, the OCB staff may prepare a report after checking with designated points of contact in the various agencies.

(d) The OCB staff prepares a summary status report each week. Information for this report is obtained by the OCB staff from the OCB staff representatives and chairmen of the working groups, and also from working group members when necessary.

6. It is the function of OCB to assure coordinated carrying-out of those national security policies referred to it by NSC or otherwise taken up by OCB. The inclusion of the DCI as a member of the OCB necessarily implies that CIA operations are to be included in the coordination process since CIA operations are designed to be in support of NSC policies. The nature of CIA operations, however, requires that special considerations of security be applied to discussion of them, whether oral or written. To try to resolve the dilemma of the conflict of the requirements of coordination and of security, these guide lines have been developed:

(a) Policy guidance for most CIA operations comes from the State Department; in some cases operations are in support of policies or plans developed by the Defense Department. To a lesser extent, coordination with ICA and USIA is needed. Both State and Defense have specially designated officers whose function it is to assure that appropriate policy guidance is given to CIA in its covert operations. Liaison arrangements with ICA and USIA have been established. Liaison with these and other departments and agencies is supervised by CPP, so far as DD/P personnel is concerned. CIA members of OCB working groups should use the established liaison mechanisms for insuring that CIA operations falling within the area of interest of the

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4. working group have been properly coordinated. In the relatively few cases in which DD/I personnel represent the Agency on OCB Working Groups, their contact with other agencies should be governed by DD/I liaison arrangements. This procedure will provide the day-to-day coordination which OCB was set up to accomplish.

(b) (1) At working group meetings, oral information regarding CIA operations may be given when necessary but it should be stated only in very general terms, omitting details of specific operations, names of persons or organizations, etc. When relevant, information in general terms on CIA capabilities in an area and on the timing of the development or use of those capabilities may be given.

(2) If a working group member believes that the fact that CIA is engaged in a particular type of operation, or even that CIA is engaged in any operations in a particular area or field, is of special security significance, no mention should be made to the working group or to members of the OCB staff until the matter has been discussed with the DCI's Board Assistant.

(3) No matters relating to secret intelligence operations are within the scope of interest of OCB.

7. While CIA working group members can contribute to the discussion of reports being prepared for submission by the working group to the Board and can make suggestions and comments, such reports will not contain mention of any CIA operations. Procedures for staffing such reports in the Agency are described in paragraph 10 below. In place of substantive contribution on CIA operations, the CIA member will prepare in duplicate a briefing memorandum on CIA operations for the use only by the DCI as background in briefing and answering questions of the Board members and the members of the NSC. This paper should be made available to the DCI's Board Assistant by the time that the working group report is referred to the Board Assistants.

8. While CIA members of working groups are expected to express views and take positions which they believe to be consistent with the positions and policies of the Agency, and to consult with all interested parts of the Agency, they are not expected, except in extraordinary cases, to present a firm Agency position at a working group. All working group members in general are considered as informed but not instructed representatives of their agencies. In most cases, papers originating in a working group will be reviewed at a Board Assistants' meeting prior to going to the full Board. This gives the Board Assistant an opportunity to ensure that there has been full coordination of the paper before it goes to the DCI for Board consideration.

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9. In the course of planning activities to carry out the directives of NSC papers, OCB Working Groups prepare Outline Plans of Operations. These plans consist of an introduction, which outlines the general nature of the operating problems and objectives, and a compilation of operations planned to carry out the courses of action of the NSC paper. Statements of agency responsibilities are given, both primary and supporting and an indication of timing. CIA operations are not included except in special circumstances, though CIA may be listed in a supporting role, where such listing is consistent with CIA's intelligence responsibilities.

When these plans have been approved by the Board, they are sent by State to the relevant chiefs of mission abroad. They are not circulated more widely since they quote Top Secret NSC papers whose distribution is strictly controlled. In the field, the Chiefs of Mission are charged with showing the papers to appropriate U.S. officials. The principal value of the Outline Plans is that they give a comprehensive view of proposed overt U.S. operations in a particular area.

In the preparation of these plans in the Working Groups, CIA members should feel free to suggest to other agencies specific courses of action which CIA has the capability of supporting effectively. The CIA operational interest should not be discussed, however, except in the most general terms. Detailed discussion will take place through the liaison mechanism.

10. OCB Progress Reports, the introductions to Outline Plans and occasional other OCB papers usually contain material which is descriptive of the situation and prospects in a particular area. Such material relates directly to the fields of activity of DD/I. These papers come to the Board for consideration by the DCI and other members. In order that the DCI may be assured that they have received adequate staffing throughout CIA, they should be reviewed in both DD/I and DD/P before they come before the Board Assistants. Arrangements to ensure such a review are as follows:

(a) Each CIA working group member will, before papers are finally approved by the working group, assure that there has been adequate consultation with other parts of his own component of CIA (DD/P, or DD/I, as the case may be).

(b) If the CIA representative is from DD/P, he will send two copies of a draft of a paper, in its last stage before approval by the working group, to the DCI's Board Assistant who will submit it to DD/I's office for comment. [redacted] will handle the matter for DD/I and will forward the draft for comment to O/CI, O/NE or whatever component of DD/I is appropriate. DD/I's comments will be sent back to SA/DCI to be forwarded to the working group member who will integrate such comments into his contribution to the working group.

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(c) If the CIA representative is from DD/I, he will send two copies of a draft of a paper, in its last stage before approval by the working group, to the DCI's Board Assistant who will submit it to DD/P's office for comment. []

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[] (C/PP) will handle the matter for DD/P and his comments will be sent back to SA/DCI to be forwarded to the working group member who will integrate such comments into his contribution to the working group.

In this manner, the contribution of all relevant parts of CIA will be put before the working group by the CIA representative. When a paper has been approved by the working group, the CIA member should indicate to the DCI's Board Assistant if there are substantive suggestions which have been made by CIA in the working group and which have not been accepted. This will assure further discussion of such matters by the Board Assistants or the Board.

When a draft paper has been sent on by a working group to the Board Assistants, the DCI's Board Assistant will obtain a review of the final draft before it is discussed by the Board.

IV. DESIGNATIONS OF MEMBERS OF WORKING GROUPS

11. Designations of CIA members of working groups, and CIA points of contact for OCB when there is no working group, are made through the DCI's Board Assistant, (SA/DCI). If it becomes necessary to change a representative, temporarily or permanently, the SA/DCI should be notified so that appropriate action may be taken. Informal substitutions are to be avoided. Persons designated will be promptly advised by SA/DCI of all available information and papers relevant to the working group in question, and any special instructions applicable to the particular CIA member. A special security certification procedure for all OCB working group members has been established. If at any meeting, a CIA representative is not sure that all the persons present are properly cleared, a check should be made with the OCB staff members present, or sensitive material withheld.

V. PAPERS FOR DCI

12. Briefing material or any other papers for the use of the DCI at OCB meetings should be channeled (in duplicate) through his Board Assistant, except in those special cases which the DCI is handling personally.

13. CIA action documents (e.g. cables) which are operational, or are in the normal course of business, whether or not the result of or related to matters being coordinated by OCB, should follow normal channels.

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If they should be available to the DCI at OCB meetings or to his Board Assistant at meetings of the Assistants, either for reporting or reference, an information copy should be sent to the DCI through his Board Assistant.

VI.

14. Any difficulties or problems encountered by CIA representatives in the operation of the working groups or reporting or otherwise in connection with OCB, should be taken up with the SA/DCI.

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Special Assistant to the Director

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EXECUTIVE ORDER 10483

ESTABLISHING THE OPERATIONS
COORDINATING BOARD

By virtue of the authority vested in me by the Constitution and statutes, and as President of the United States, it is hereby ordered as follows:

SECTION 1. (a) In order to provide for the integrated implementation of national security policies by the several agencies, there is hereby established an Operations Coordinating Board, hereinafter referred to as the Board, which shall report to the National Security Council.

(b) The Board shall have as members the following: (1) the Under Secretary of State, who shall represent the Secretary of State and shall be the chairman of the Board, (2) the Deputy Secretary of Defense, who shall represent the Secretary of Defense, (3) the Director of the Foreign Operations Administration, (4) the Director of Central Intelligence, and (5) a representative of the President to be designated by the President. Each head of agency referred to in items (1) to (4), inclusive, in this section 1 (b) may provide for an alternate member who shall serve as a member of the Board in lieu of the regular member representing the agency concerned when such regular member is for reasons beyond his control unable to attend any meeting of the Board; and any alternate member shall while serving as such have in all respects the same status as a member of the Board as does the regular member in lieu of whom he serves.

(c) The head of any agency (other than any agency represented under section 1 (b) hereof) to which the President from time to time assigns responsibilities for the implementation of national security policies, shall assign a representative to serve on the Board when the Board is dealing with subjects bearing directly upon the responsibilities of such head. Each such representative shall be an Under Secretary or corresponding official and when so serving such representative shall have the same status on the Board as the members provided for in the said section 1 (b).

(d) The Special Assistant to the President for National Security Affairs may attend any meeting of the Board. The Director of the United States Information Agency shall advise the Board at its request.

SEC. 2. The National Security Council having recommended a national security policy and the President having approved it, the Board shall (1) whenever the President shall hereafter so direct, advise with the agencies concerned as to (a) their detailed operational planning responsibilities respecting such policy, (b) the coordination of the interdepartmental aspects of the detailed operational plans developed by the agencies to carry out such policy, (c) the timely and coordinated execution of such policy and plans, and (d) the execution of each security action or project so that it shall make its full contribution to the attainment of national

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